AGENDA FOR CHANGE
NHS JOB EVALUATION SCHEME

NHS Highland

JOB DESCRIPTION TEMPLATE

1. JOB IDENTIFICATION

Job Title:	**HR Performance and Systems Manager**
Reports to :	**Deputy Director of HR**
Department, Ward or Section:	**Human Resources**
Operational Unit/Corporate Department:	**Directorate of Human Resources**
Job Reference:	
No of Job Holders:	**1**
Dated:	**Feb 2021**

2. JOB PURPOSE

To lead the Payroll and associated roles, Workforce Planning, Workforce Systems, Workforce Information and Agenda for Change Functions for NHS Highland and to develop and deliver on strategic objectives in these areas.

The postholder is responsible for the direct line management of the Payroll, Workforce Planning, Workforce Systems & Workforce Information and Agenda for Change Functions and directly line manages the HR Performance and Systems team under which these functions sit.

Working in partnership with colleagues at all levels, influence and participate in strategy, policy and systems development at local, regional and national levels, representing the NHS Highland, the North of Scotland and NHS Scotland as required in all aspects of the HR functions within the postholder's remit.

Lead on Workforce/HR Projects across NHS Highland on behalf of the deputy Director of HR

The postholder is a member of the Senior HR Management team and will deputise for the Director and Deputy Director of HR as required.

3. DIMENSIONS

Annual Highland Health and Social Care Partnership Budgets: £735m
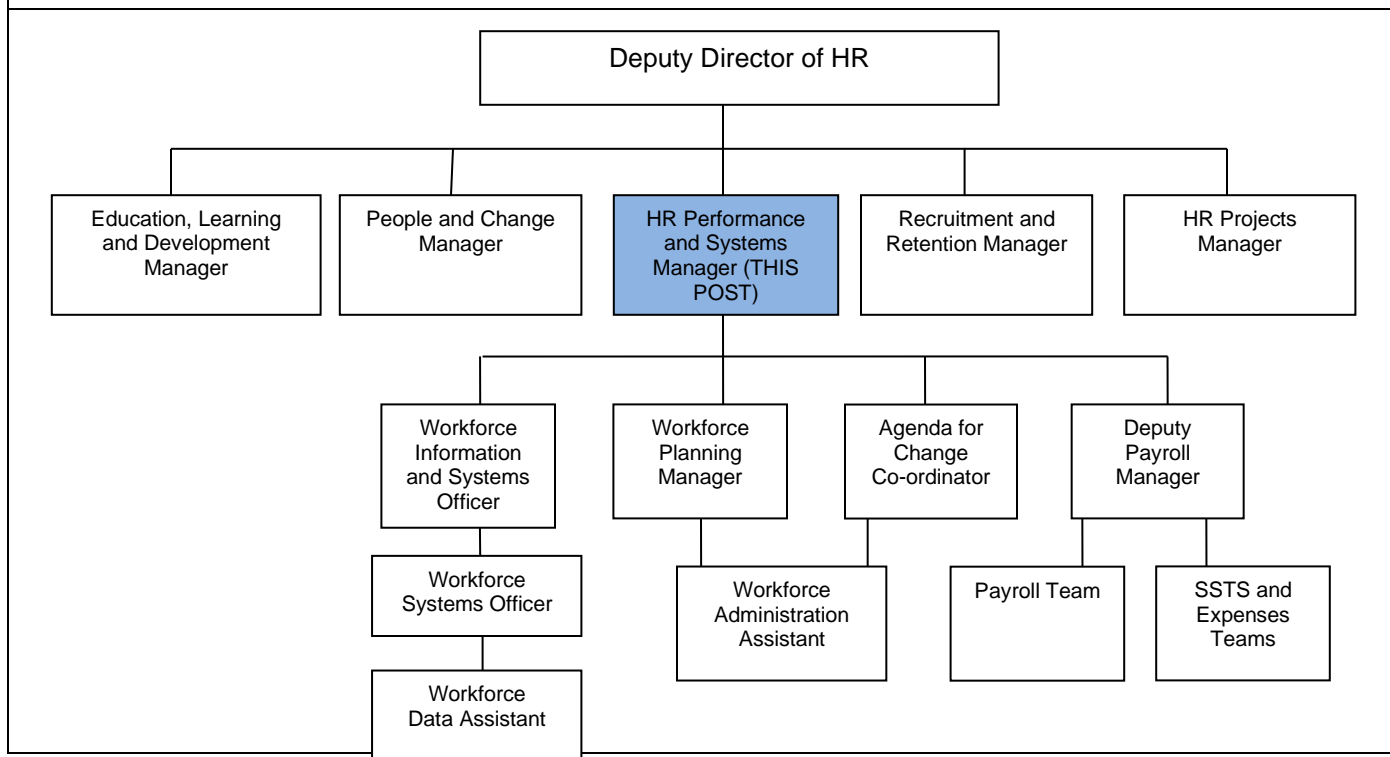NHS Highland Staff: WTE: 7974   HEADCOUNT: 10030
HR Directorate delegated budget: £5.7m
HR Staff : WTE: 121.47
Post-holder's delegated budget: £975,595. Post-holder's staff: WTE: 29.6 wte

Following the integration of Argyll and Bute into NHS Highland in April 2006, the Board's catchment area comprises the largest and most sparsely populated part of Scotland. NHS Highland covers over 12,000 square miles, which represents over 40% of the land mass of Scotland. This remote and rural environment provides significant challenges in providing health and social care services, with a limited internal transport and communications infrastructure. NHS Highland serves a population of over 300,000, and has a large additional visitor population in summer and winter.

4. ORGANISATIONAL POSITION

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                          │ Deputy Director of HR│
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Deputy Director of HR

- Education, Learning and Development Manager
- People and Change Manager
- HR Performance and Systems Manager (THIS POST)
- Recruitment and Retention Manager
- HR Projects Manager

HR Performance and Systems Manager (THIS POST)
- Workforce Information and Systems Officer
  - Workforce Systems Officer
    - Workforce Data Assistant
- Workforce Planning Manager
  - Workforce Administration Assistant
- Agenda for Change Co-ordinator
- Deputy Payroll Manager
  - Payroll Team
  - SSTS and Expenses Teams

5. ROLE OF DEPARTMENT

The HR Service provide professional expertise in ensuring the delivery of NHS Highland corporate objectives. This includes supporting the achievement of Staff Governance Standards, facilitating service developments and organisational change initiatives as well as the implementation of best practice in support of the Highland Quality Approach.

The HR Performance and Systems Manager is responsible for the provision of Workforce Management Information over a range of HR functions including:

* Recruitment & Selection Services
* Medical staffing support
* PIN Guideline implementation and support;
* Organisational change implementation & support;
* Statutory compliance advice and support;
* Job analysis and job evaluation support;
* Performance Management systems support;
* Partnership working – promotion and support;
* Personnel Risk and compliance monitoring;
* Organisational exit support;

6. MAIN TASKS, DUTIES AND RESPONSIBILITIES

Planning and Organisational Skills

- The postholder will be required to plan the strategic development and operational delivery of services within their remit upto 3 years in advance, ensuring resources are allocated appropriately to achieve the required outcomes. Plans will change within the three year period due to national, regional and local changes in strategy and operational delivery, requiring plans to be reviewed and updated.
- The postholder will be required to implement processes and lead the development and delivery of the Board's 3 year Strategic Workforce Plan, reviewing the actions from the plan on a regular basis to ensure these are delivered, and preparing reports for Board Committees and Scottish Government. Unanticipated changes to clinical strategy and the delivery of services need to be taken into account during the annual review of the Strategic Workforce Plan, amending the plan and actions as required.
- To lead and manage a number of projects underway at the same time and plan and coordinate activity with other agencies/professionals as well as planning own time to meet deadlines.
- To initiate and plan new pieces of work using project management skills and make adjustments to meet stakeholder requirements.
- To be the lead specialist for workforce systems, dataset and methodologies and providing specialist input regarding workforce configuration, reprofiling and skill mix

- To establish information and analysis requirements for incoming requests, reflecting user needs and understanding the capacity of the workforce information team.

- To maintain workload monitoring systems and keep a systematic library of data sources, analyses, plans and reports.

Workforce Planning

- Lead the development and ensure delivery of the Board's 3 year Workforce Plan working alongside finance and planning colleagues to provide an integrated workforce plan that will improve the sustainability and resilience of vulnerable services in NHS Highland, ensuring that solutions support

future local, regional and national service design and capacity requirements, reviewing and updating the plan regularly to take account of strategic or operational changes.

- Collate workforce risks and workforce challenges and report these to Board Committees and Scottish Government.
- Provide professional and practical support to workforce groups and services on workforce planning methodology
- Work with colleagues of other North of Scotland NHS Boards to integrate workforce plans and contribute to strategies and address the particular workforce challenges faced by the North of Scotland in both the short and longer term.
- To prepare strategic and operational workforce plans in accordance with guidance and prepare, present and update reports for the Senior Management Team, Staff Governance Committee, Area Partnership Forum and Board on Workforce Planning activity and outcomes.
- Contribute to and influence the development of national guidance and workforce planning processes and systems
- To provide regular formal reports and forecasts for presentation at the Highland Partnership Forum / Board / Staff Governance Committee in order to enable the Management Team to anticipate staff resource levels for delivery of core activities.
- To research and benchmark NHS Highland policy and procedures ensuring that the organisation is achieving best practise in terms of Workforce Planning, payroll, Job Evaluation and System models.

Payroll and Associated Functions

- Lead and manage the Payroll Service teams and employees ensuring sufficient resources are allocated and that employees are appropriately developed with the skills and information required to be effective in their roles.
- Be responsible for the timeous, secure and accurate payment of all employees' salaries and expenses, meeting the requirements of audit, statute and in accordance with appropriate terms and conditions
- Ensure most efficient and effective use of available national and local pay and HR systems contributing to and influencing national and regional strategy on the integration of those systems
- Collaborate, contribute and influence regional partners in the development of regional shared services ensuring the interests of the Board are fully and robustly represented.
- Ensure systems of security and internal control are Implemented, maintained and developed to ensure that the correct interpretation of all conditions relating to remuneration of employees are applied and those payments are made in accordance with pre-defined timescales, complying with Internal and External audit requirements, thus eliminating fraudulent and unauthorised payments
- Provide support in the management of responses to information requests e.g. Freedom of Information, reviewing information extracted from the most appropriate workforce system e.g. ePayroll, eExpenses, SSTS, SWISS.
- Provide workforce and pay information as required by senior staff and working groups.

Workforce Systems and Workforce Information Functions

- To manage and be responsible for the operation of NHS Highlands HR systems, including e:ESS, e-payroll, SSTS, e-expenses and CAJE
- To be responsible for the accurate provision of HR information, understanding the requirements of the board and for managing effective audit/data quality processes of the information contained in the systems managed.
- To maximise the efficient use of available HR and payroll systems adapting and implementing systems on behalf of the NHS Board e.g. eESS, STSS, e-Expenses applying new methods and practices locally and disseminating good practice.
- Represent NHS Highland at national meetings as required, leading and managing delegated key projects relating to HR Workforce Information and HR Management Information Systems providing specialist technical support, highlighting, escalating, identifying and managing risks, communicating highly complex technical issues to non-technical experts.
- Support and influence strategic system development and direction at a national level through

membership national groups.

- To understand statistical techniques, standardisation of information and regularly use Excel and Business Objects to create statistical reports using formulae, query reports and diagrams.
- To lead in the development and provision of the HR Systems training programme, managing the delivery of comprehensive system user training,
- To manage the research and production of robust Human Resource Management Information reports and papers for the Management Team on a regular basis, providing analysis of workforce information to assist in decision making which will impact on Human Resource strategies and workforce planning.
- To be responsible for the management of the Human Resource reports/returns yearly planner and meet all statistical requests, staff governance statistics and Scottish Government Health Department's information requests accurately and in a timely manner.
- To ensure that efficient reporting requirements are in place, liaising with Directorates to understand their business needs and how the Workforce information Team can support them with the provision of workforce information.
- To assist the Deputy Director of HR in the co-ordination and provision of Freedom of Information data requests to ensure compliance with the Freedom of information Act.

Job Evaluation

- To be responsible for the provision of an effective Job Evaluation process ensuring NHS Highland is protected in relation to its Equal Pay obligations.
- To lead and provide direction to the Job Evaluation function, including acting as Chair of the Job Evaluation Leadership Group, ensuring there is oversight in partnership with Staffside colleagues of the board's Job Evaluation process strategic and operational direction.
- To manage the job evaluation processes across the organisation ensuring best practice is adhered to, to ensure all jobs are fairly and robustly evaluated in accordance with local and national procedures and which will enable all elements of the job evaluation processes to be carried out in response to organisational need.
- o provide guidance and direction to managers across NHS Highland in the writing and preparation of Job Descriptions, for both new positions or in the revision of existing ones to ensure that job descriptions meet required corporate standards and adequately reflect the key requirements of each position.
- To facilitate training and support to new panellists, preparing and deliver training in job matching, job analysis and job evaluation processes to ensure an adequate cohort of trained panellists is maintained.
- To act as key lead for NHS Highland in evaluating new posts in order that the recruitment team can advertise posts with Agenda For Change Bandings and Knowledge and Skills Frameworks.
- To be the system owner of the Computer Aided Job Evaluation System (CAJE), ensuring that all data is kept up to date.
- To provide feedback to line managers following the evaluation of posts and onward guidance.

Research and Development

- Regularly undertake audits and research to support workforce planning activity or ad hoc project work. Carry out electronic searches for research findings e.g. reviews, reports or national documents and provide reports based on the findings.
- Ensure regular audit of information held within all systems within remit
- Lead, and oversee the implementation of new/revised national terms and conditions, local initiatives and statutory legislation as required e.g. "payment as if at work during leave", Pensions Reforms.

Line Management / Team Working

- Lead and manage all staff engaged in the following HR functions: Payroll and associated teams, HR

systems, Workforce Information, Workforce Planning and Agenda for Change Job Evaluation. This will include responsibility for all elements of the HR life cycle including recruitment and selection, disciplinary and grievance management, absence management and PDP/ eKSF.

- The post holder will set objectives for their teams in line with corporate goals and action plans.

- To lead, develop and manage the teams and functions within their remit.

Financial and Budgetary Responsibilities

- As a designated budget manager the postholder is responsible for the financial management of the service budget (pay and non-pay) including the delivery of service within their allocated budget
- The postholder is responsible for the monthly review of financial reports including the monitoring of expenditure, review of overspends and under-spends investigation of variances and setting actions to ensure that the service is delivered within the allocated budget.
- The postholder is also responsible for contributing to the organisational efficiency and savings plan.
- Manage the resources of the departments to gain maximum benefit to NHS Highland and its staff.
- Authorised signatory for signing off payment of less than £1,000 per month.

7a. EQUIPMENT AND MACHINERY

Personal Computer, laser printers, photocopiers, fax machines and car. Set up and use of overhead projectors, PowerPoint projectors, video and TV units at training/development events on an occasional basis.

Use of VC equipment and similar communication systems (e.g. Skype, WebEx Jabber).

7b. SYSTEMS

Ownership, management and effective use of the following systems

eESS, ePayroll, eExpenses, CAJE, SSTS

Use of system reporting tools including BOXI and OBIEE

Microsoft Outlook e-mail, Microsoft Office,

Approval of expenditure through Pecos

Approval of employee working hours through SSTS

8. ASSIGNMENT AND REVIEW OF WORK

The Deputy Director of Human Resources undertakes review of performance through the PDP and KSF process

Work is generated and prioritised by the post holder who has autonomy in relation to professional/functional development to meet the organisation's strategic objectives within national policy and direction, statute and also through Board and Corporate Team requirements. The post has freedom and responsibility to develop and implement functional policy and strategy to meet the needs of NHS Highland.

9. DECISIONS AND JUDGEMENTS

- The postholder will use their range of experience and specialist knowledge to make judgements and decisions that will impact on the whole organisation in relation to all HR services under the postholders remit, for example in the use and development of HR systems.
- Given the scope of activity within the remit of the postholder they will regularly face situations without precedent and where opinions of others may conflict. These decisions will typically require the postholder to consider very complex information governance, and employment legislation. They will be required to use their knowledge, experience and judgement to decide on the most appropriate course of action.
- The postholder has professional accountability for the provision of services within their sphere of responsibility and is expected to work autonomously without routine supervision or monitoring of practice.
- The postholder will prioritise work based on directorate strategic and operational plans and must be able to lead and manage several initiatives concurrently. These plans will need to be rearranged based on unexpected work requirements by, for example, HMRC compliance audits which can result in a significant loss of working time.
- The postholder is the lead specialist for workforce planning and assessing workforce information needs and identifying exactly what is desired and decide on the best way of meeting that need based on feasibility, accuracy, urgency, limitations of data and political climate.
- The post-holder will on occasion judge between differing points of view to determine the best method of making progress on any particular issue. This will require the postholder to resolve highly complex queries using the full breadth and depth of their knowledge of the field and professional judgement to advise users on the best answer to their request which may conflict with the user's pre-conceived ideas.
- The postholder is expected to champion workforce planning and the appropriate use of systems and workforce information within the organisation and manage conflict with respect and professionalism.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Managing a wide range of HR functions at both a strategic and tactical level whilst remaining an operational lead specialist.

Being responsible for maintaining, developing and integrating all the major HR and pay systems used within the organisation.

Understanding and meeting the workforce information needs of an ever-changing organisation to enable effective strategic and operational decision making.

Working to deadlines set by the organisation which may conflict with the Service's strategic or operational priorities. Planning workload from early stages, including proposing, planning and overcoming objections to procedures, processes and reports impacting across all directorates within the organisation.

Managing time effectively in meeting deadlines whilst working across departments with conflicting priorities

Working across a broad spectrum of management levels including senior managers, SMT, Board and Scottish Government, and understanding the different strategic requirements at each of these levels and ensuring the Service's strategic plan and board level strategic plans fulfil each of these requirements.

Ensuring all workforce planning reports can be developed and delivered to key groups and committees within tight schedules.

11. COMMUNICATIONS AND RELATIONSHIPS

The post holder will be required to communicate technical pay and conditions related information, provide detailed explanations and analysis and develop good working relationships across a wide range of levels within the organisation internally and externally

The postholder will be required to present to board committees, regional working groups and management teams on range of strategic and operational issues within the postholders remit, including, for example, workforce plans and strategy, Workforce Information and analysis and systems development.

The postholder will be required to Chair strategic and operational working groups covering the full range of functions within their remit.

Internal Communications and Relationships

- HR staff – to provide support in their use of the systems and supply statistical information to them or gain information from them in order to present to Management Teams.
- Directors and Senior Managers – to provide workforce information and analysis of it.
- Partnership Forum – prepare workforce information reports
- Staff Governance Committee – prepare formal updates on performance against the Key Performance Indicators
- Finance Team – Deputy Director of Finance, - annual accounts and accountants. Payroll Liaison with absence/pay issues and system discrepancies/variances.
- Planning Team – work closely with internal stakeholders as part of any project team arrangements

External Communications and Relationships

- Information & Statistics Division of National Services Scotland – to provide statistical returns and to request statistical information.
- Scottish Government Health – to provide statistical information and influence, for example, in relation to development of complex national guidance or workforce plans
- Benchmarking organisations – to request statistical data
- External HR departments for research and information as required
- ATOS Origin staff (Helpdesk queries)
- Other HR Teams across NHS Scotland – to discuss development plans and best practice.
- External HR departments for research on HR self serve intranet sites
- Pay Modernisation Team and others at the Scottish Government Health Department

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical

- This role involves the prolonged use of a PC, the manipulation of large data sets across multiple screens
- Regular requirement to drive to sites in NHS Highland, including Argyll and Bute, national meetings in the central belt and regional meetings in Tayside or Grampian

Mental

- Frequent requirement for intense concentration and in depth attention for statistical reporting and analysing workforce data to ensure accuracy for presentation at high level meetings, all used to influence decisions. It should be noted that this can be challenged by regular interruptions and the need to reassess priorities.
- Working under pressure and balancing multiple demands in complex changing environments e.g. providing prompt resolutions to issues whilst working to tight deadlines.

Emotional

- Dealing with Team in employee interpersonal, grievance and disciplinary issues.
- Dealing with challenge from Managers, Staff and Partnership colleagues re Job Evaluation issues.
- Dealing with upset and angry employees where expectations have not been met in relation to pay.
- Dealing with antagonism from managers and clinicians when implementing HR systems or system changes perceived to have an impact on their ability to deliver their clinical roles.

Working Conditions

- The role is largely office based.
- The role requires travel between various sites of NHS Highland and external venues across Scotland for meetings.

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13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Degree level knowledge and experience including training in statistics, relational database reporting, and Management Information reporting methods.

A post graduate qualification in Human Resource Management including CIPD membership (or equivalent)

Experience working within a Human Resources environment within a complex organisation

Evidence of continuing relevant CPD throughout career.

Experience of raising and delivering process and service improvements.

Advanced experience working with systems e.g. reporting, configuration management and directing others.

Ability to persuade and communicate at all levels of the organisation.

Able to think and interact strategically and innovatively while exercising sound judgement.

Proven ability to identify and investigate data trends and anomalies, drawing on cross-functional expertise where required.

Proven project management experience, with the ability to deliver on time.

Good communication skills, including presentation skills at senior management level.

Well developed IT skills, allowing sound knowledge in the prioritisation of potential rollout of new technological advances, and judgement in the recommendation of proposed avenues of approach to those advances.

Advanced knowledge and skills in management information packages, databases and spreadsheets with evidence of expertise in interpreting, analysing and presenting data.

Experience of using business intelligence applications such as Crystal Reports or Business Objects used to design and generate reports.

Knowledge and understanding of the societal and demographic issues that impact NHS Highland & NHS Scotland.

Knowledge of Agenda for Change terms and conditions and particularly the job evaluation processes and CAJE system.

14. JOB DESCRIPTION AGREEMENT

I agree that the above Job Description is an accurate reflection of my duties and responsibilities at the date of signing.	
Job Holder's Signature:	Date:
Manager's Signature:	Date: